

Problem Solving and Decision-Making Report

MODULE: BMSW4004

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Introduction

Identifying, evaluating, finding solutions and decision-making to an issue are all components of the mental process known as problem-solving. The purpose of problem-solving is to overcome obstacles and resolve the issue. Each problem requires a different approach, which will be most effective depending on the circumstances' specifics. In certain situations, individuals should acquire as much information as possible about a problem and devise a solution based on factual knowledge. In other situations, ingenuity and discernment are the optimal alternatives. It is often necessary to follow several procedures to solve an issue successfully. Researchers frequently refer to this as the problem-solving process. Even though this process is shown as a series of steps, people rarely follow a strict order of steps to solve a problem.

According to Kendra Cherry (Kendra, 2022), identifying the problem is a crucial step in solving it. The following two steps define the problem and devise a solution involving generating many ideas without evaluating them. After that, they can be evaluated and narrowed. Consider all the factors that might affect the problem. After evaluating, a solution can be chosen. Monitoring progress ensures that no new problems have arisen from a proposed solution.

Decision-making is the actual selection among alternatives for a course of action (Koontz & O'Donnell, 2019). Similarly, George R. Terry believes decision-making is the selection based on some criteria from two or more possible alternatives (Aauat, 2022). According to the definitions given above, decision-making entails choosing the best alternative available to address an issue. It is therefore evident that making a decision is necessary when there are numerous options for carrying out a task. In other words, if there is only one way to complete a task, there is no need to decide because the chosen technique is already a decision.

Identifying the problem

To improve the corporate culture of employees and employers, organisations and management bodies work together to create an environment that is both productive and healthy for employees. However, it has been determined that most people working in the hospitality industry in the UK are unhappy and unsatisfied with their jobs. The decline in employee satisfaction is a big concern for businesses. The primary focus of this analysis is on the genuine challenges that Rosa's Thai Coffee has been encountering throughout the past few years. Rosa's Thai Coffee is a Thai restaurant which started up by Saiphin and her husband in 2008. The firm has earned many honours, including the 2017 eating-out brand of the year. According to MCA & AlixPartners' 2018 UK dining and drinking outgrowth tracker, Rosa's is the third fastest growing firm. This study will examine specific problems which make people unhappy with their jobs. This study also focuses on finding solutions to improve employee satisfaction and solve the problem.

Understand the problem

It is of the utmost importance to have a solid understanding of the causes of job dissatisfaction as well as the effects that job dissatisfaction has on workers: The following is a list of various factors that contribute to work unhappiness as well as dissatisfied staff:

Workplace relationships: Having an employer or co-worker with whom you have difficulty getting along may make going to work each day an extremely stressful experience. It can make you feel dissatisfied at the end of each workday and at the beginning of each new day on the job. Eventually, you may search for another job (Ramjee, 2022).

Work-Life Balance: The typical UK worker spends 3,515 days working. Spending most of our time at work might lead to job unhappiness, especially if it does not create favourable conditions (ModernGov, 2022).

Career Growth: Employees are unavoidably unhappy when a planned professional path is stopped or postponed. After all, no one wants to work to stagnate in their jobs.

Underpaying: Even if a good salary alone cannot make you happy, feeling underpaid might make you less satisfied with your employment. An employee will feel devalued if their pay does not reflect their performance. They may blame their employer for financial problems. A higher-paying job might tempt someone to resign (Boatman, 2022).

Job is not enjoyable or meaningful: People look for jobs that may stimulate their creativity and meet their needs. If they feel that their work is not sufficiently demanding or does not make a substantial impact, it will not take long to lose interest in the job.

Lack of appreciation: All humans want to feel acknowledged in their personal and professional life. Being appreciated at work requires more than getting paid for your efforts. It is human nature to desire to feel that one is valued for more than just their work or skill.

Scope

Employers should make it a top priority to keep their staff happy and productive. Whether your focus is on expanding your business or increasing your profits is essential. Problems with career progression, monotonous tasks, the company culture, and management styles are other

common causes of dissatisfaction in the workplace. Dissatisfaction in the workplace may spread like a virus across an organisation, lowering morale and ultimately hurting productivity. However, given that most of the triggers can be addressed, this should not be a significant source of worry.

Staff morale that is poor because of job unhappiness should be avoided at all costs. If people think their tasks are meaningless and monotonous, they are pessimistic, which lowers productivity.

Impact

Job dissatisfaction is a significant contributor to a hostile work environment. If employees perceive their jobs as meaningless and boring, it will negatively influence them, and there will surely be a decline in productivity as a result. The impact of a lack of work satisfaction may have far-reaching consequences, and the owners of small businesses and huge enterprises are worried about this issue. When workers are unhappy in their professions, it has repercussions for many different types of employment and may even influence other employed people (Sheahan, 2018).

Analysis of the Problem

PESTEL Analysis

Category	Factors
Political	• Brexit has negatively impacted the business environment. • Changes in recruiting policies because of Brexit.
Economic	• Increased rate of unemployment. • Reduced economic development due to COVID-19.
Social	• Some employees are unhappy with their pay due to high living costs. • The minimum wage isn't enough to run a household, causing stress.

Technological	• Employees are worried about their ability to adapt to the company's new technological environment, which is causing them stress.
Environmental	• The environment, factors, organisational norms, and responsibilities have all been impacted by changes in working regulations.
Legal	• The Equality Act of 2010 protects all people from discrimination, yet occasionally organisations break this law by failing to provide workers with basic protections.

Table 1: Pestel Analysis (Source: Created by the learner)

SWOT Analysis

Strengths • Unique dishes and service • Great interior design • Highly rated online • Thai Staff	Weaknesses • High cost • Small market share • Existing competitors • Similar cuisine types
Opportunities • Social media campaigns • Offering online ordering • Expand locations	Threats • Rising fixed costs • Economic downturn • Guests have less income

Table 2: SWOT Analysis (Source: Created by the learner)

Ishikawa Diagram

Ishikawa diagrams are often used in manufacturing and product development to illustrate the phases of a process, highlight where quality control concerns could emerge, and establish which resources are necessary at crucial moments (HAYES, 2021).

During the 1960s, Kaoru Ishikawa invented the Ishikawa diagram to monitor quality control procedures in the shipbuilding sector.

In addition to the "Ishikawa diagram," you may also hear the terms "fishbone diagram," "herringbone diagram," "cause and effect diagram," or "Fishikawa." Kaoru Ishikawa developed these causal diagrams to illustrate the causes of a particular occurrence. They resemble a fish skeleton, with "ribs" signifying causes and the head symbolising the result. The Ishikawa diagram is used by management to determine what must be done to achieve a particular goal or prevent a negative outcome.

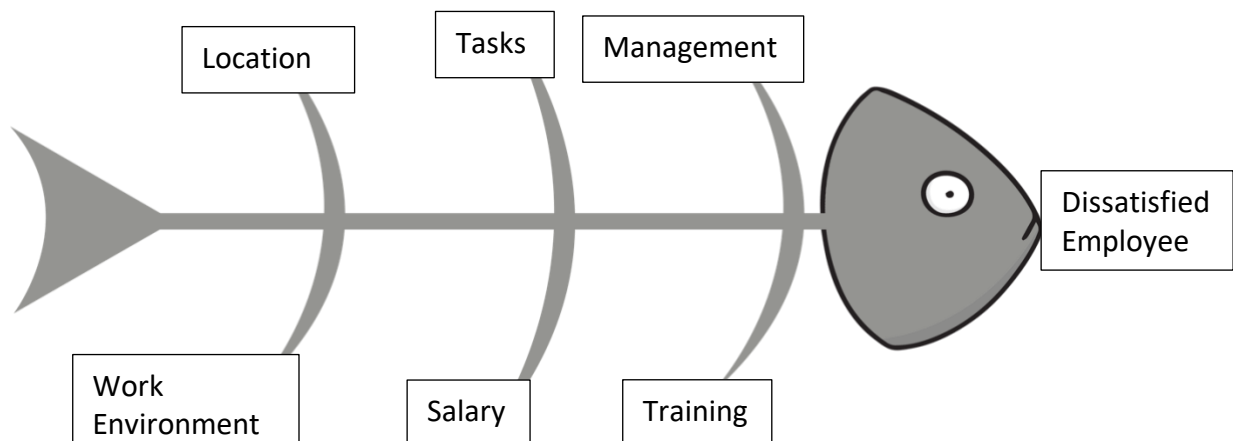


Figure 1: Ishikawa Diagram (Source: Created by the learner)

Proposed Solutions

Workplace relationships: The most effective method for addressing this source of dissatisfaction in the workplace is to offer dissatisfied workers the opportunity to participate in daily team lunches, workgroups, and team construction work to increase the number of positive

connections they have with each other. Another option is to introduce new perks, such as a free day for fruits or a sad day for attire, to boost morale.

Work-Life Balance: To bring back a healthy balance between work and personal life, the corporation should start offering more flexible work hours and longer breaks.

Career Growth: The organization might want to develop a well-organized career pathway along with a timeline.

Job is not enjoyable or meaningful: To prevent having dissatisfied staff people on the team, managers need to work toward striking a balance between the individual wants and aims of the job and the overall goals of the firm.

Lack of appreciation: When workers know they are appreciated, they tend to work harder and stay in their current positions for longer. Employees can be shown appreciation in various ways, from formal recognition programmes and monetary incentives to more subtle acts, such as actively considering and responding to employee feedback. Recognizing the worth of one's workers and taking the time to demonstrate gratitude may help establish a solid culture inside a company.

Underpaying: According to recommendations made by Payscale, an open dialogue about an employee's salary should constantly occur throughout their employment. Additionally, businesses should use market research to offer context for why specific positions are compensated at their level, and then they should present workers with practical measures for how and when they may anticipate a pay rise (Place, 2021).

Implementation Plan

The first step would be to gather input from workers to figure out what's really going on and why certain people are happier at work than others. The most prevalent causes have already been identified, and if more were to be presented, management would concentrate on resolving them. The most significant change would be making the policy adaptable for the worker, so they don't feel pressured or betrayed. Second, everyone in the workplace would be treated fairly and have their efforts recognised. The work environment would improve because of frequent employee empowerment. The goal of increasing the workforce's diversity is to promote open

communication, new perspectives, and a sense of purpose in the workplace. The value placed on work-life balance would be maintained.

ACTION	ASSIGNED TO	PRIORITY	STATUS	DURATION
Surveying to get an understanding of the fundamental factors that contribute to unhappiness among employees	Manager	HIGH	IN PROGRESS	1 week
Carrying out interviews with selected personnel	Manager	HIGH	IN PROGRESS	1 week
Putting up a plan of action to address the issue of dissatisfaction among staff members	Manager	HIGH	NOT STARTED	2 weeks
Introducing new ideas and practices into the organization	Manager	HIGH	ON HOLD	6 weeks
Observing the performance of employees	Manager	HIGH	IN PROGRESS	8 weeks
Collecting opinions from workers	Manager	HIGH	IN PROGRESS	1 week
Keeping track of how effective the solutions are	Manager	HIGH	IN PROGRESS	1 week

Table 3: Implementation Plan (Source: Created by the learner)

Monitoring

Constantly gathering information on a program's success, monitoring is an integral part of any responsible administration. To guarantee that the flexible policy and employee empowerment are effectively put into action, a variety of strategies for monitoring and examining the situation will be used. One of the approaches used to monitor and assess employee complaints and why they are unsatisfied is called peer review. The management team members will collect input from employees in an anonymous environment to enhance workers' experiences and make their jobs more exciting.

Conclusion

In conclusion, it is possible to state that the digitisation of employees directly influences the overall performance of employees and raises the employee turnover rate. The organisation needs to have direct communication with the staff members to understand the issues that need to be addressed. Employees need to feel appreciated and respected in their place of employment, and they also need to be allowed to exercise responsibility in their job.

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